



Montgomery County
Department of Health and Human Services

Strategic Plan



2008 Update

The Montgomery County Department of Health and Human Services (DHHS) has primary responsibility for the delivery of public health and human services that address the basic and critical needs of the County's most vulnerable children, adults and seniors. Core services provided by the Department protect the community's health, protect the health and safety of at-risk children and vulnerable adults, and address basic human needs including food, shelter, clothing and personal care. Services include physical and behavioral health care, financial and housing supports, case management and advocacy services, protective services and prevention services.

The Department's strategic plan guides the delivery of critical health and human services and establishes the framework by which performance will be measured. The plan offers an integrated service response to the county's increasingly complex service needs, places important focus on the effective use of financial and staffing resources, and promotes greater efficiency and accountability. The plan also serves to ensure that services address the needs of the county's increasingly diverse community and are delivered in a customer-focused manner.

MISSION

The mission of the Department of Health and Human Services is to promote and ensure the health and safety of the residents of Montgomery County and to build individual and family strength and self-sufficiency.

GUIDING PRINCIPLES

We will provide services that build on the strengths of our customers and the community.

- We will be responsive to the changing needs of our community.
- We will recruit and maintain competent, customer service oriented staff.
- We will make operational a "no wrong door" approach to services delivery.
- We are committed to the highest quality customer service for all those seeking services, and hold our staff accountable to demonstrate respect, professionalism, timeliness and fairness.
- We value the skill and dedication of our staff and will provide them with adequate support, resources and training to serve our customers well.

VALUES

Trust

- Communicate consistently, honestly and openly.
- Treat others as we would like to be treated.
- Demonstrate behavior that is consistent with what has been communicated.
- Demonstrate integrity in all aspects of work.

Customer Service

- Demonstrate friendly and welcoming attitude in all encounters.
- Offer prompt, fully accessible and high quality services.
- Provide appropriate and complete professional communication response and service.
- Provide culturally competent service.
- Embody value of integration in all our interactions.

Diversity

- Hire staff that is reflective of the individuals we serve.
- Provide fair and equal treatment.
- Understand, accept and practice cultural competence.
- Embrace Limited English Proficiency and Americans with Disabilities Act tenets.
- Reduce disparities.
- Create a seamless system of care within the Department, public partners and public/private partners.

Accountability

- Accept responsibility.
- Honor deadlines and commitments.
- Achieve, maintain and measure the goals of the organization and focus on results.
- Ensure efficient, effective and high quality delivery of services.

COUNTY EXECUTIVE PRIORITIES AND HHS STRATEGIC PLAN GOALS

County Executive priorities are noted in bold followed by the HHS strategic plan goals that align and support these priorities.

A Responsive and Accountable County Government

- ◆ Align and improve efficiencies to support service delivery.
- ◆ Improve the management systems to include technology infrastructure and data and outcomes management to support a high performing organization.
- ◆ Improve the achievement of successful outcomes for our customer through the seamless delivery of services to them.

Safe Streets and Secure Neighborhoods

- ◆ Protect the safety of our children, vulnerable adults, and victims of violence.
- ◆ Protect the health and safety of the public through emergency preparedness.

Healthy and Sustainable Communities

- ◆ Increase access to quality health care (Physic, Oral, and Behavioral Health).
- ◆ Improve the public's health.

An Effective and Efficient Transportation Network

Children Prepared to Live and Learn

- ◆ Ensure children and youth will be ready to learn and able to thrive.

Ensuring Vital Living for All of Our Residents

- ◆ Increase the number of seniors and people with disabilities who live in the setting of their choice.
- ◆ Increase the economic security of our customers by improving employability.

Affordable Housing in an All Inclusive Community

- ◆ Increase affordable, accessible housing and supported housing options for our populations.

A Strong and Vibrant Economy

SERVICE AREAS

Administratively, DHHS provides services through five service areas:

Aging and Disability Services (ADS) promotes choice and independence through access to information and consultation about county, state and federal programs for seniors and people of all ages with developmental, physical or other disabilities. Services include: short-term case management, service coordination, adult protective services, home care, Medicaid Waivers, respite, supported employment, senior nutrition, information on specialized housing and transportation, nursing home ombudsman, assisted living subsidies and assistance with applying for public benefits (community and nursing home Medicaid).

Behavior Health and Crisis Services (BHCS) provides a comprehensive system of mental health and substance abuse treatment services to children, youth, adults and families. Crisis and victim services are available around the clock. Access to behavioral health specialty services provides screening and referrals along with treatment on an outpatient basis. BHCS also monitors services to families with public health insurance including outpatient mental health clinics, psychiatric rehabilitation and residential rehabilitation programs.

Children, Youth and Families (CYF) promotes opportunities for children to grow up safe, healthy and ready for school, and for families and individuals to be self-sufficient. The mission is realized through protective, prevention, intervention and treatment services for children and their families, and through education, support and financial assistance for parents, caretakers and individuals. Services build on individual and community strengths to address issues of child development, abuse, neglect, health and economic security.

Public Health Services (PHS) programs protect and promote the health of county residents by monitoring health status and implementing intervention strategies to contain or prevent disease (including bio-terrorism and emerging diseases), fostering public-private partnerships to assure access to health services, developing and implementing programs and strategies to address health needs, providing individual and community health education; and evaluating the effectiveness of select programs and strategies.

Special Needs Housing Services (SNH) provides oversight and leadership and collaborates with public and private agencies to develop and implement County strategies to remedy and prevent homelessness and increase supportive, accessible and affordable housing for special needs populations. Special needs populations include homeless individuals and families, persons

with mental health and substance abuse issues, individuals with developmental disabilities, transitioning youth, and seniors with disabilities.